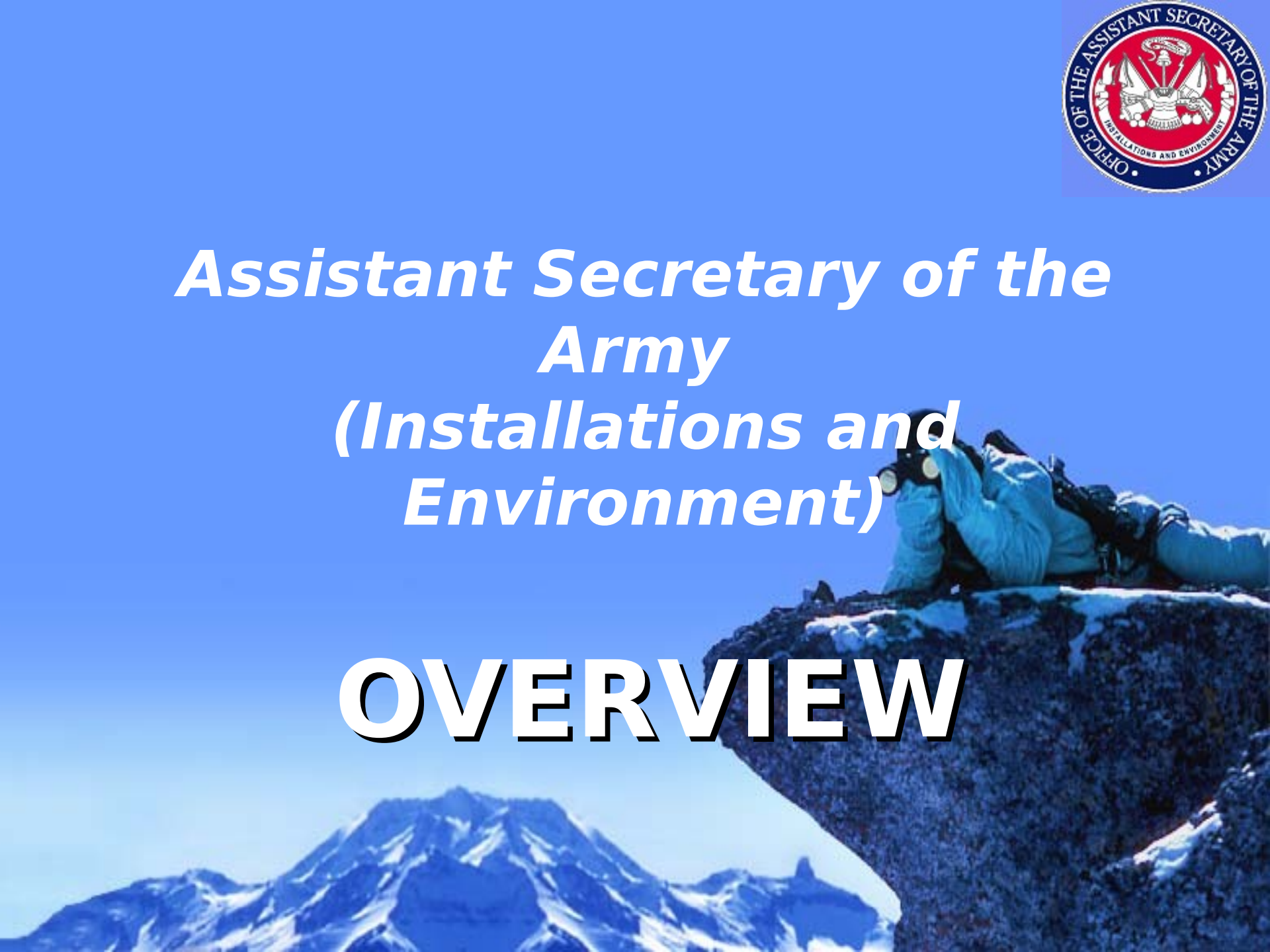


Assistant Secretary of the Army (Installations and Environment)

OVERVIEW

“The commitment of our fathers is now the calling of our time.”

Who We Are and What We Do

Authority & Direction

US Constitution: Article 1, Section 8

Presider

U. S. Congres

Executive Orders

Legislation

Secretary of Defense

Headquarters, Department of the Army
(Goldwater – Nichols, 1986)

HQDA

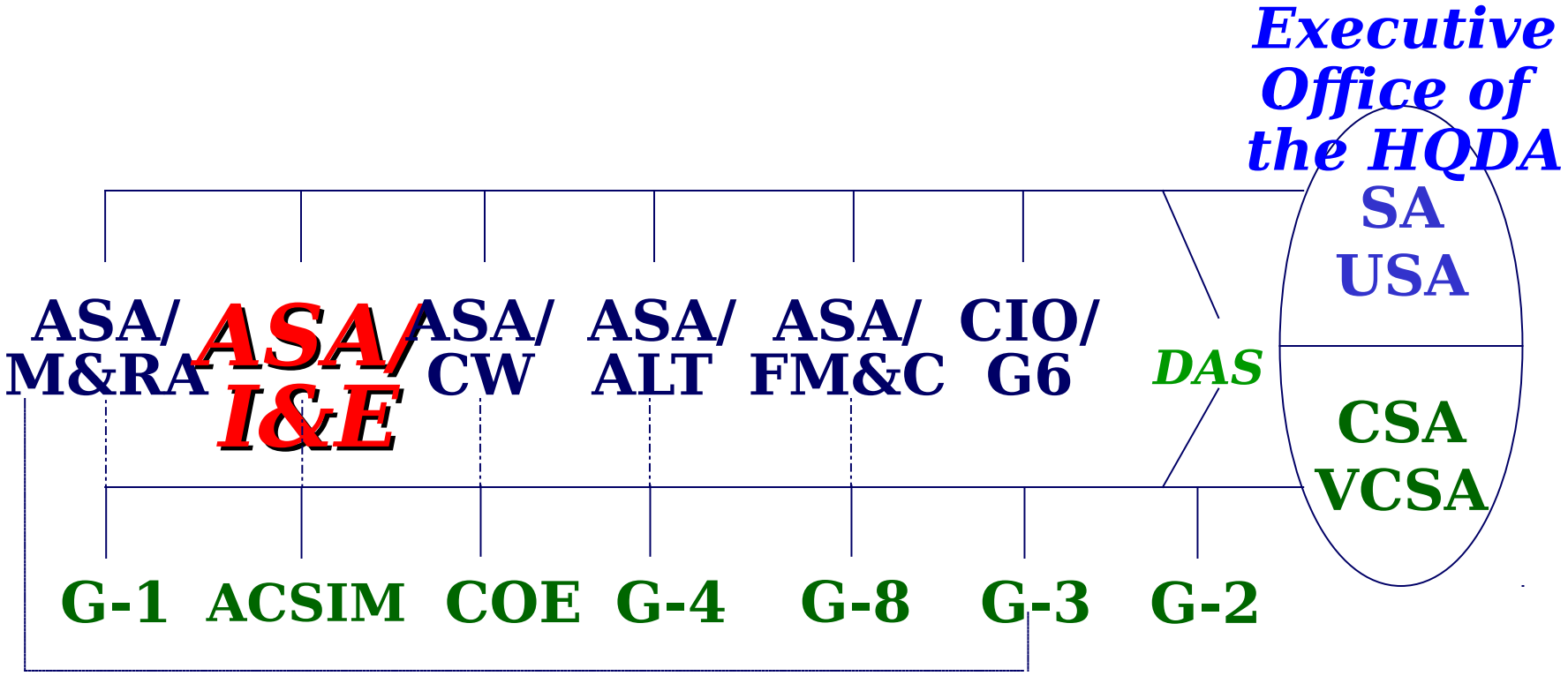
SECRETARIAT

Business & Political Expertise

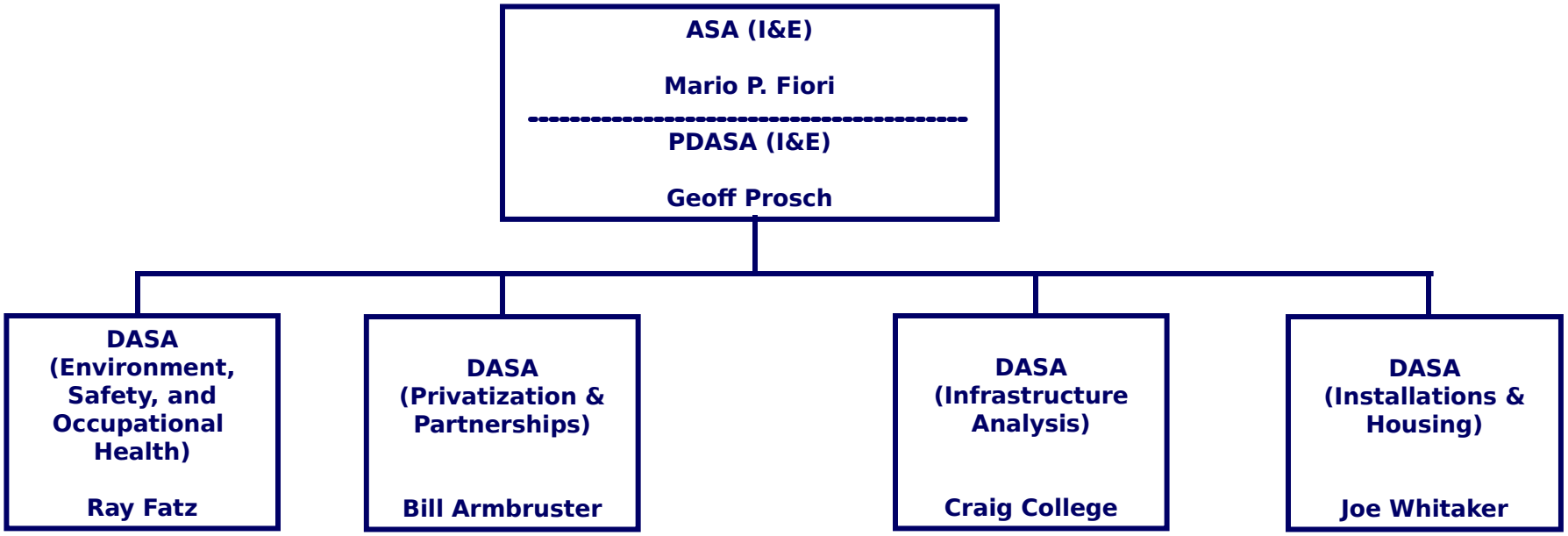
ARMY STAFF

Technical & Military Expertise

Headquarters Department of the Army



OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY (INSTALLATIONS AND ENVIRONMENT)



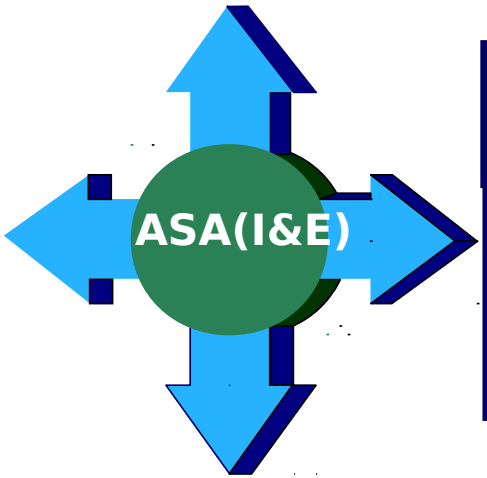
ROLE OF THE ARMY SECRETARIAT

POLICY

REGULATIONS, DIRECTIVES,
INSTRUCTIONS,
MEMORANDA

OVERSIGHT

PROGRAM REVIEWS
ANNUAL REPORTS TO THE
PRESIDENT/CONGRESS

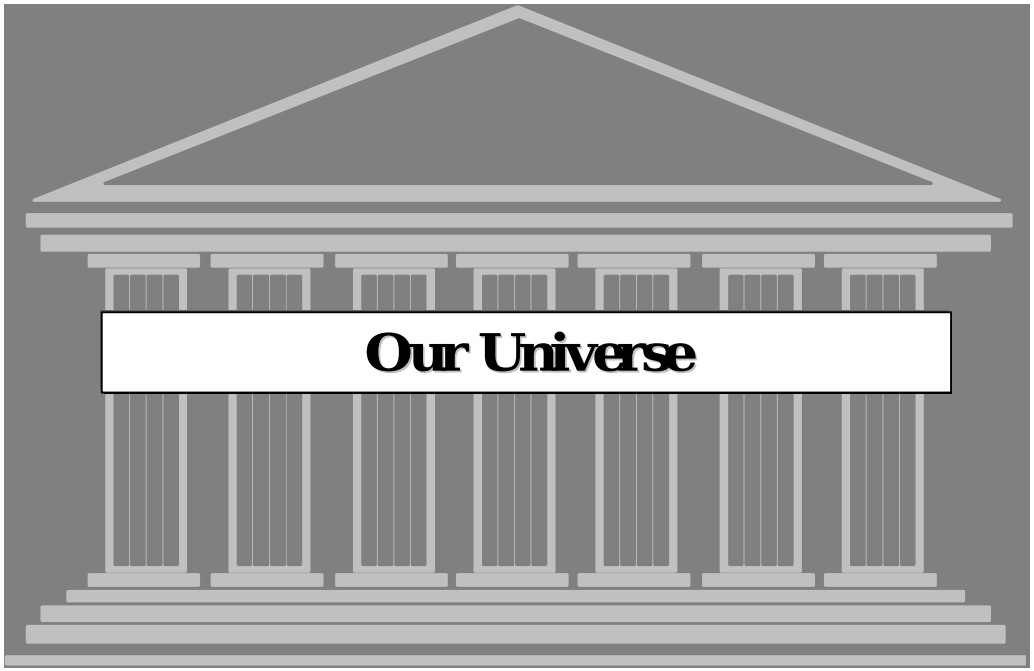


REPRESENTATION

EXTERNAL - CONGRESS,
FEDERAL AGENCIES,
INTERNAL - SAIE, OSD

ADVOCACY

PROGRAM & BUDGET
NEEDS, PARTNERSHIPS


Our Universe

OUR UNIVERSE

Land Acreage
- Military Land - 16.7 M
- Civil Works Land - 12.1 M

Roads
- 54,417 miles

Railroads
- 2858 miles

Family Housing Units
- 109,290 units

Barracks Requirements
- 138,300 units

Installations:
- United States - 90
- Europe - 30
- Asia - 52
- Army Reserve Ctrs - 906
- ARNG Readiness Ctrs - 3055

Army Demographics
52.1% married
10.6% dual military
7.5% single parents
699,299 family members

Environmental Clean-up
- Active Sites – 1576
- Base Realignment and Closure Sites - 363
- Formerly Used Defense Properties – 2,233

Plant Replacement Value
- $221B

Army
- Active - 480,000
- USAR - 205,000
- ARNG - 350,000
- Civilians - 223,299

Airfields
- 137 Fixed Wing
- 606 Heliports

Facilities
(million square feet)
- United States - 802
- Europe - 156
- Asia - 43

Utilities
Electric, gas, water and sewer
- 48,052 miles

FY 02 Installation Management Resources = $13.2B

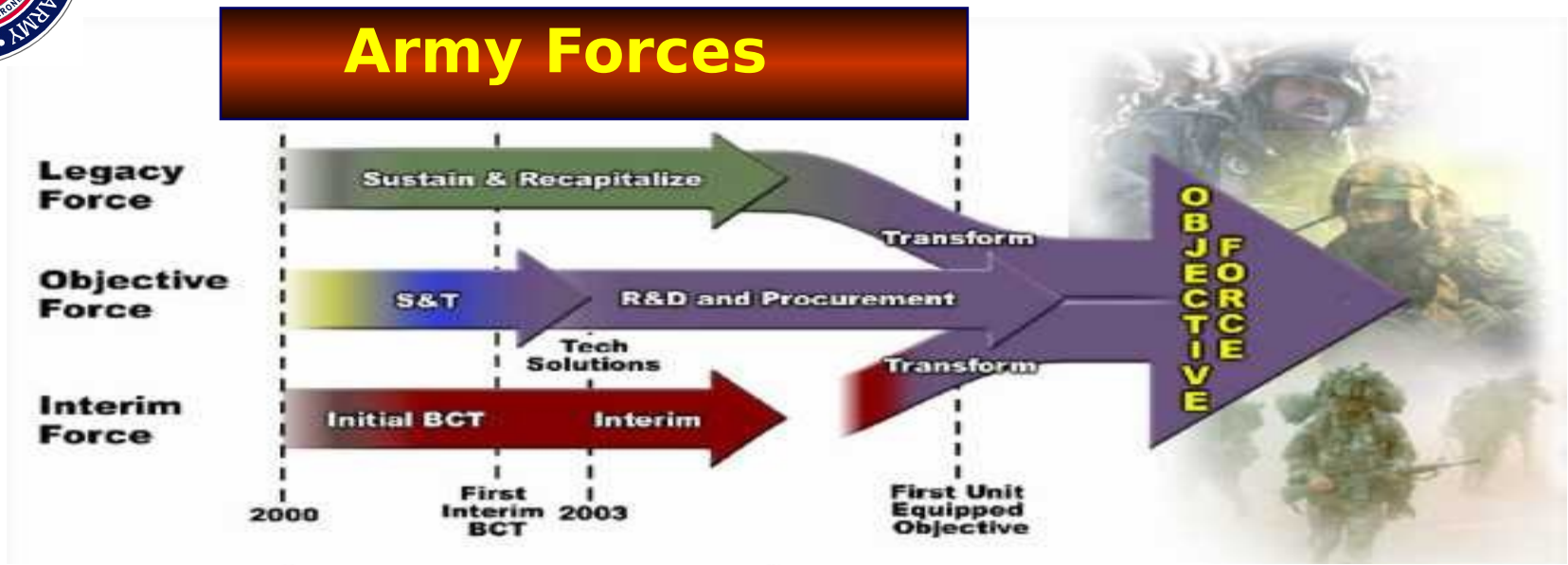
The Road Ahead

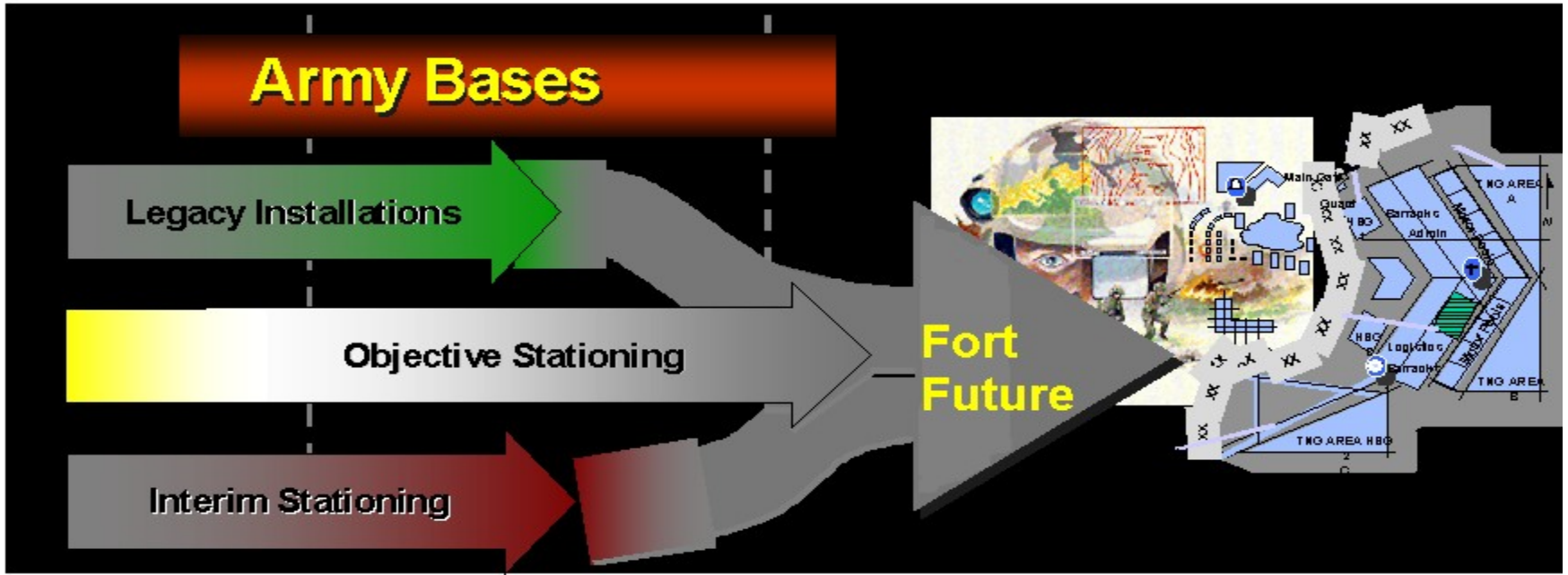
CHANGE IS COMING -- GOVERNMENT REFORMS

- **Incorporate Successful Private Sector Refor**
- **in Federal Work Force.**
  - **Flatten the federal hierarchy**
  - **Redistribute higher-level positions to front-line.**
  - **Business type approaches**

- **Open Government Activities to Competition**
- **to Ensure Market-based Pricing and Inno**
  - **Changes in contracting**
  - **Public-private partnerships**

Installation Transformation





TRANSFORMATION OF
INSTALLATION MANAGEMENT

Leadership Intent

- Provide **corporate structure** focused on installation management
- Support & Enable **Mission Commanders**
- **MACOM Commanders** provide strategic guidance through **Installation Management BOD**
- **Eliminate migration** of Installation Support dollars (BASOPS, Envr, Family Programs, Base Commo, SRM)
- **Achieve** regional **efficiencies**
- Provide **consistent and equitable services** via **“standards”**
- **Integrate Reserve Components**
- **Enhance Army Transformation**
- **Support** Information Technology and Contracting **centralization** efforts

ANSFORMATION OF INSTALLATION MANAGEMENT

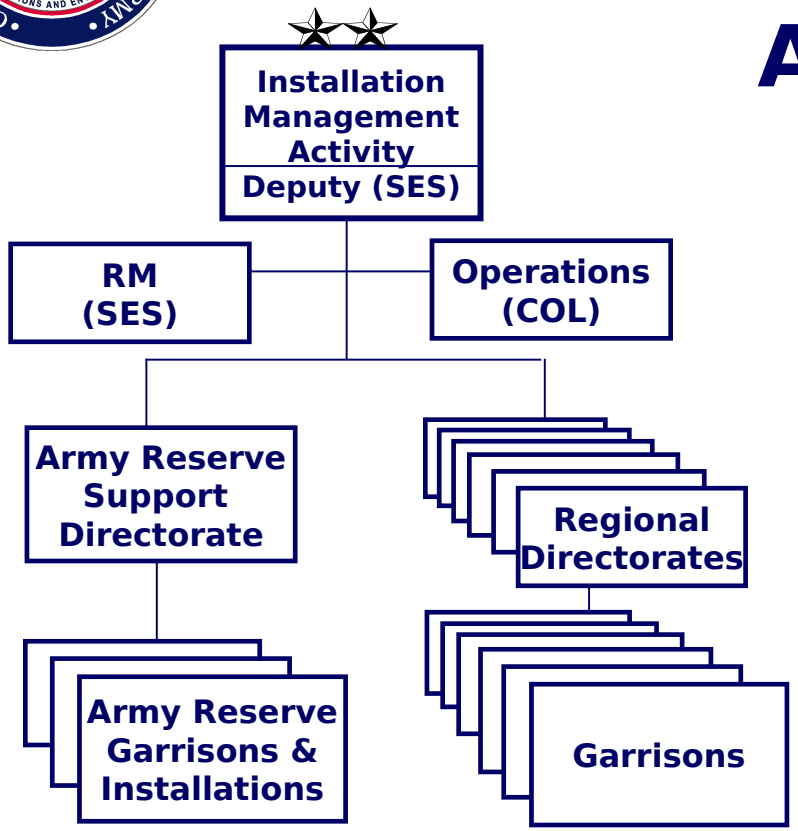
Regional Alignment – What it does.

- **Creates a corporate structure with sole focus on efficient and effective installation management**
  - **-- Mission commanders can concentrate on readiness**
  - **-- Mission commanders still influence critical issues through rating chain and Installation Board of Directors**

- **Promotes consistent standards and equitable service across the Army**
  - **-- Installation to installation**
  - **-- Equity among tenants – AC/RC**
  - **-- Enables resourcing to standard**

- **Enhances Army transformation**
  - **-- Enables development of multi-function installations to support evolving structure/n**
  - **-- Provides maximum management flexibility through geographic vice functional fc**

Installation Management Activity



IMA Headquarters

- Support the regions and oversee execution
- Fund the garrisons
- Planning, programming and budgeting guidance
- Develop operational plans & Army-wide standards
- Seek Army-wide installation mgmt initiatives
- Standardize implementation of initiatives
- Liaison with congress
- Executive secretary for Board of Directors

Regions

- Support garrisons
- Interface with MACOMs and other services
- Implement policies and programs
- Direct and oversee execution
- Enforce Army-wide standards at installations
- Seek regional efficiencies
- Liaison with congressional delegations
- Regional Director senior rated by ACSIM

Garrisons

- Provide installation support to all units
- Support and enable Mission Commanders
- Coordinate and provide BASOPS services
- Implement Army-wide standards
- Maintain real-property
- Garrison Commander senior rated by
- Sr Mission Commander

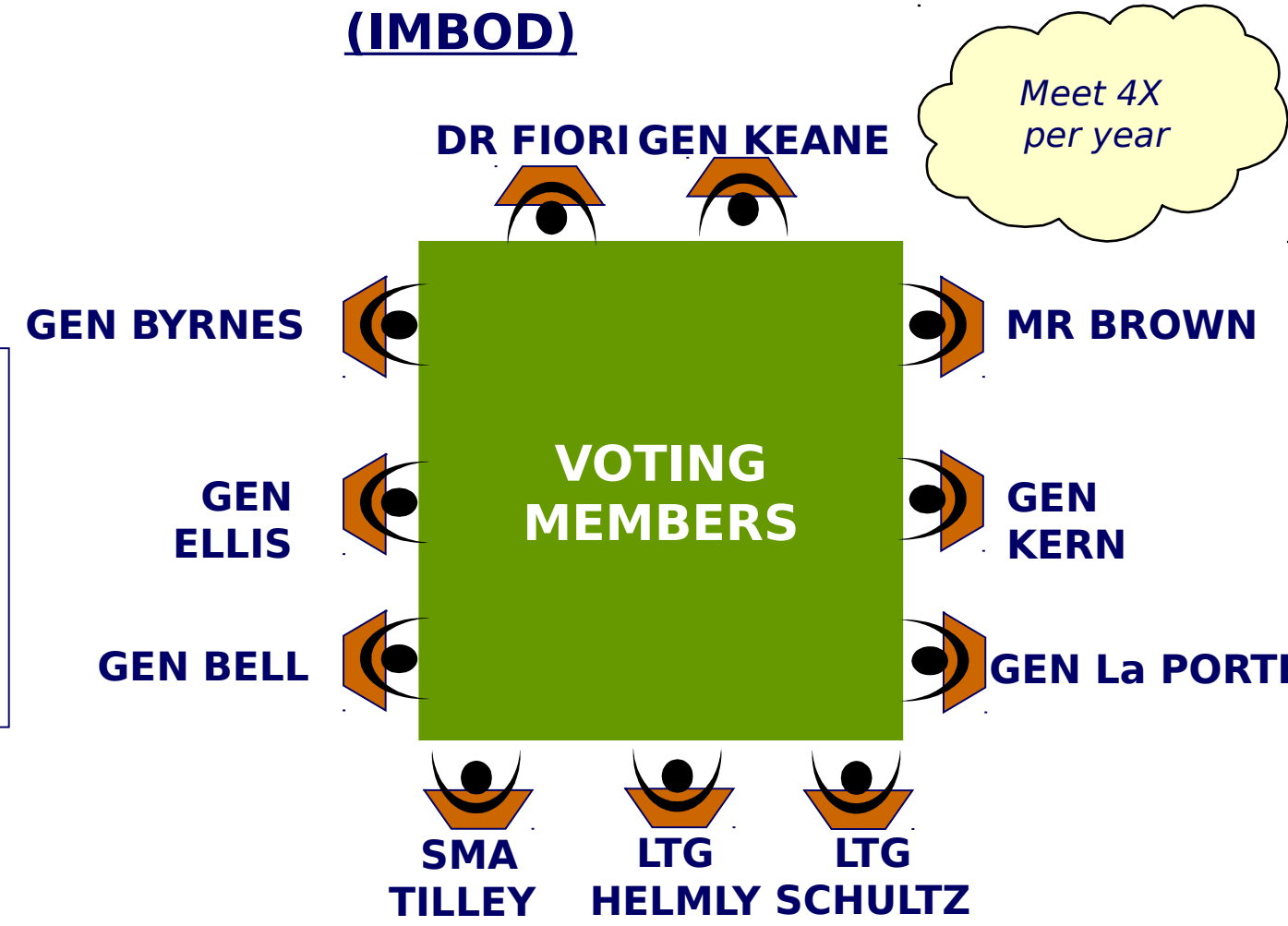
Commander's Authority

- **Senior Mission Commander* sets:**
  - **Training priorities**
  - **Mission priorities**
  - **Installation construction priorities**
  - **Basic installation-level policies for soldiers**
  - **Priority for training enabler resources**
  - **Force protection levels and requirements**
  - **Priorities for Well-Being**
- **Garrison / ASG Commander:**
  - **Senior rated by the Senior Mission Commander**
  - **Executes BASOPS / SRM to standards from IMA**

*** Also Installation Commander in most cases**

INSTALLATION MANAGEMENT BOARD OF DIRECTORS (IMBOD)

Meet 4X per year

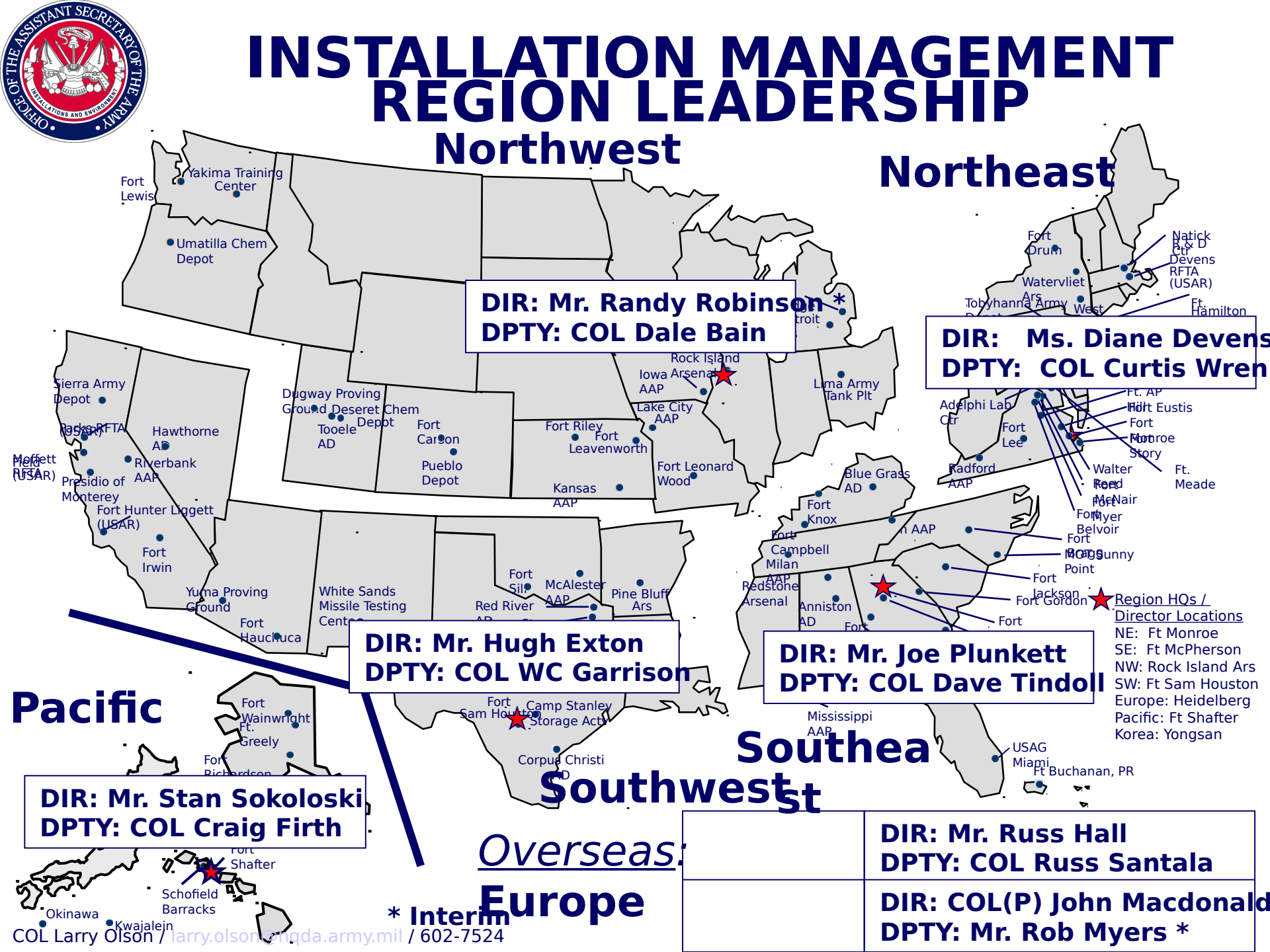


OTHER ATTENDEES:

MG SINN - ABO
MG LUST - ACSIM
MG AADLAND - DIR IMA (EXEC SECY)
MR SAKOWITZ - IMA
MR MILLER - IMA

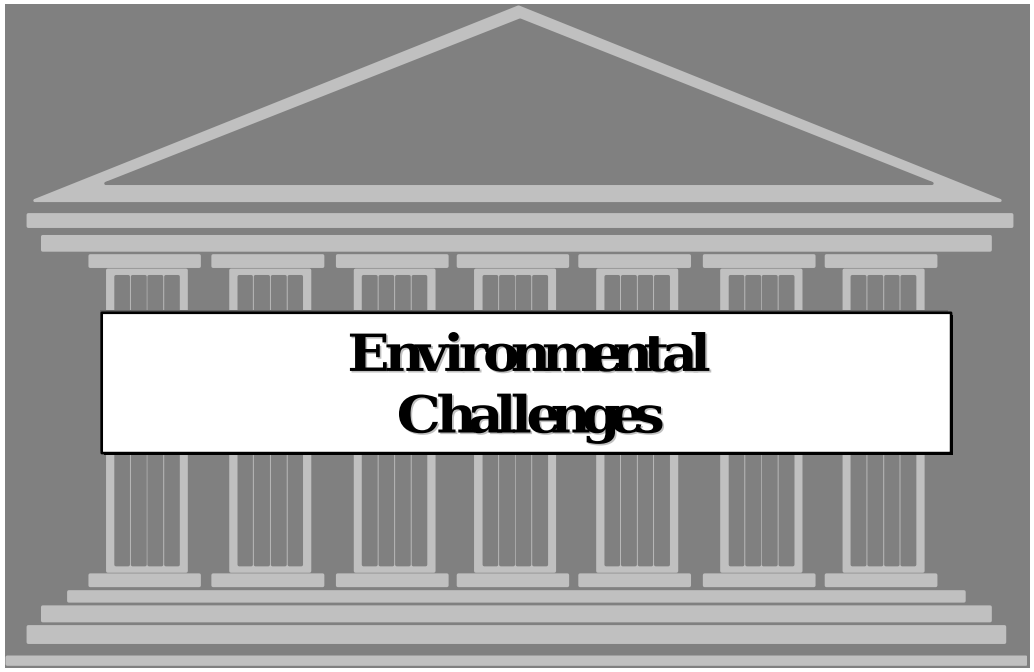
- RECOMMEND PROGRAM, RESOURCE & FINANCE STRATEGIES
- MONITOR PERFORMANCE MEASURES
- RECOMMEND STRATEGIC GOALS & OBJECTIVES

INSTALLATION MANAGEMENT REGION LEADERSHIP

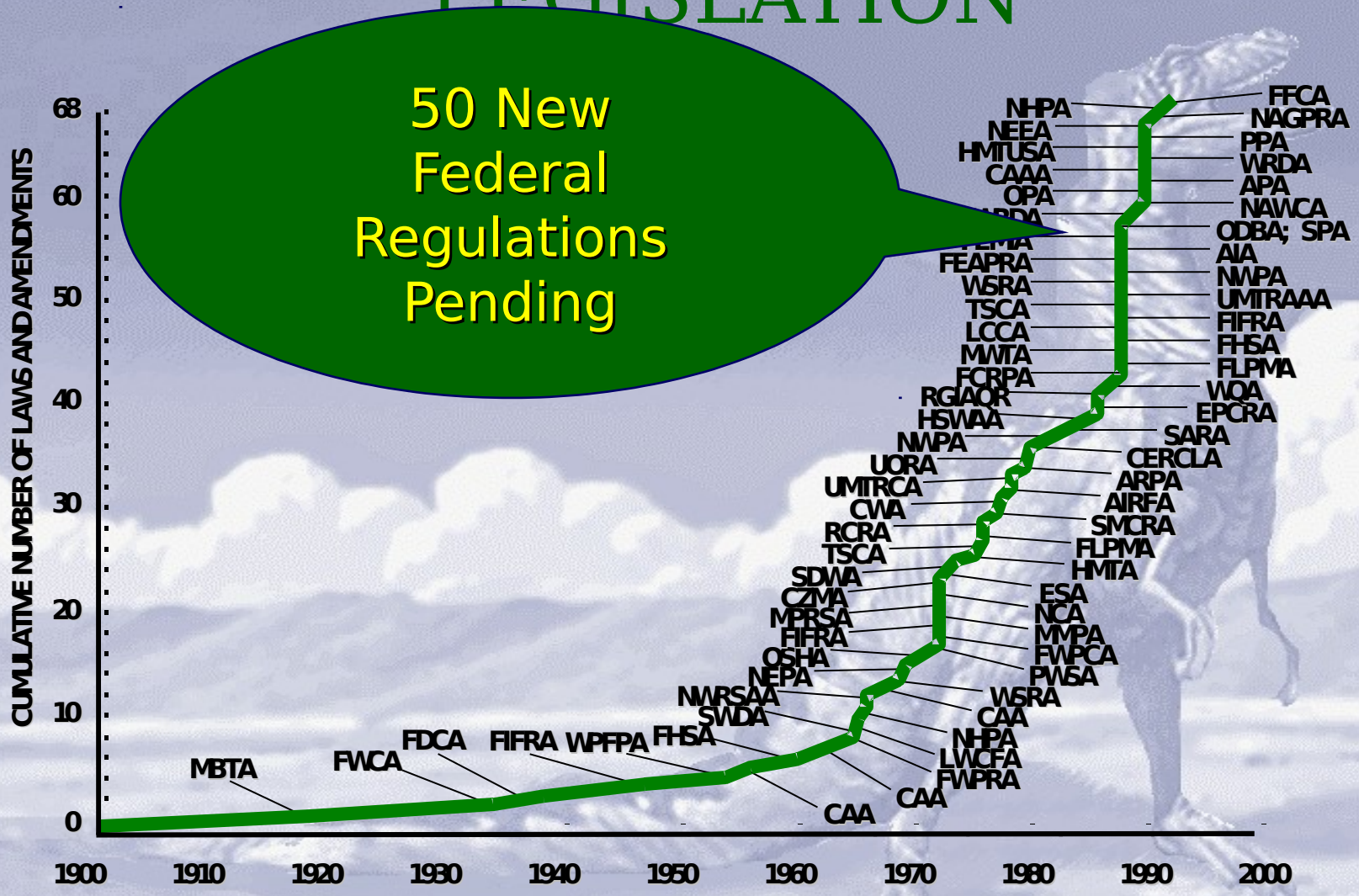


* Interim

COL Larry Olson / larry.olson@hqda.army.mil / 602-7524


Environmental
Challenges

ENVIRONMENTAL LEGISLATION



Current Situation

- **Environmental issues can threaten readiness**
- **Environmental funding is under great scrutiny**
- **Environmental program can't be stove-piped**
- **Environmental laws probably won't be relaxed**
- **Involved commanders have the most successful programs**
- **The Army has a great environmental story, but hasn't told it well**

ENVIRONMENTAL ENCROACHMENT

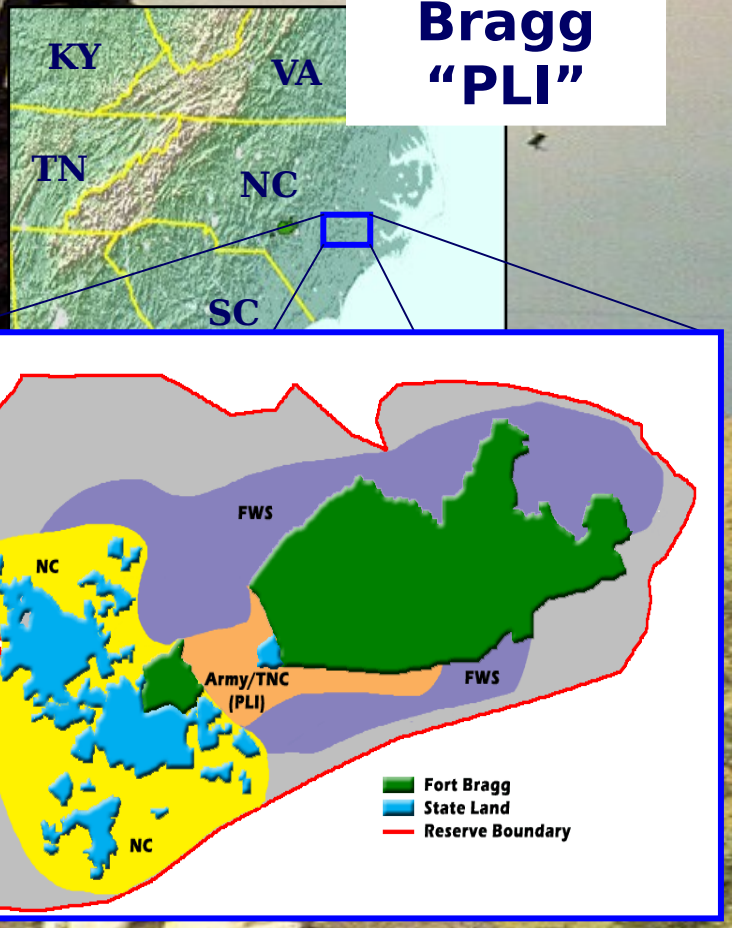
Administration Position

- Balance National Defense imperatives with environmental mandates
- Clarify existing environmental statutes, regulations and policies
  - – not backing off existing commitments
- Promote DoD’s ongoing commitment to environmental stewardship and long-term range sustainment
- Work with State governors, communities and NGOs to ensure more effective and compatible land use planning around military lands

Army Urban Growth Strategy

- Work with Local Communities & NGOs to improve land use planning – Ft Bragg "Private Lands Initiative"
- Study land ownership and land use adjacent to major Army training ranges
  - Identify opportunities for cooperative land use agreements (buffers)
  - Create a strategy for Army-wide application of Fort Bragg "PLI"
-

Fort Bragg "PLI"

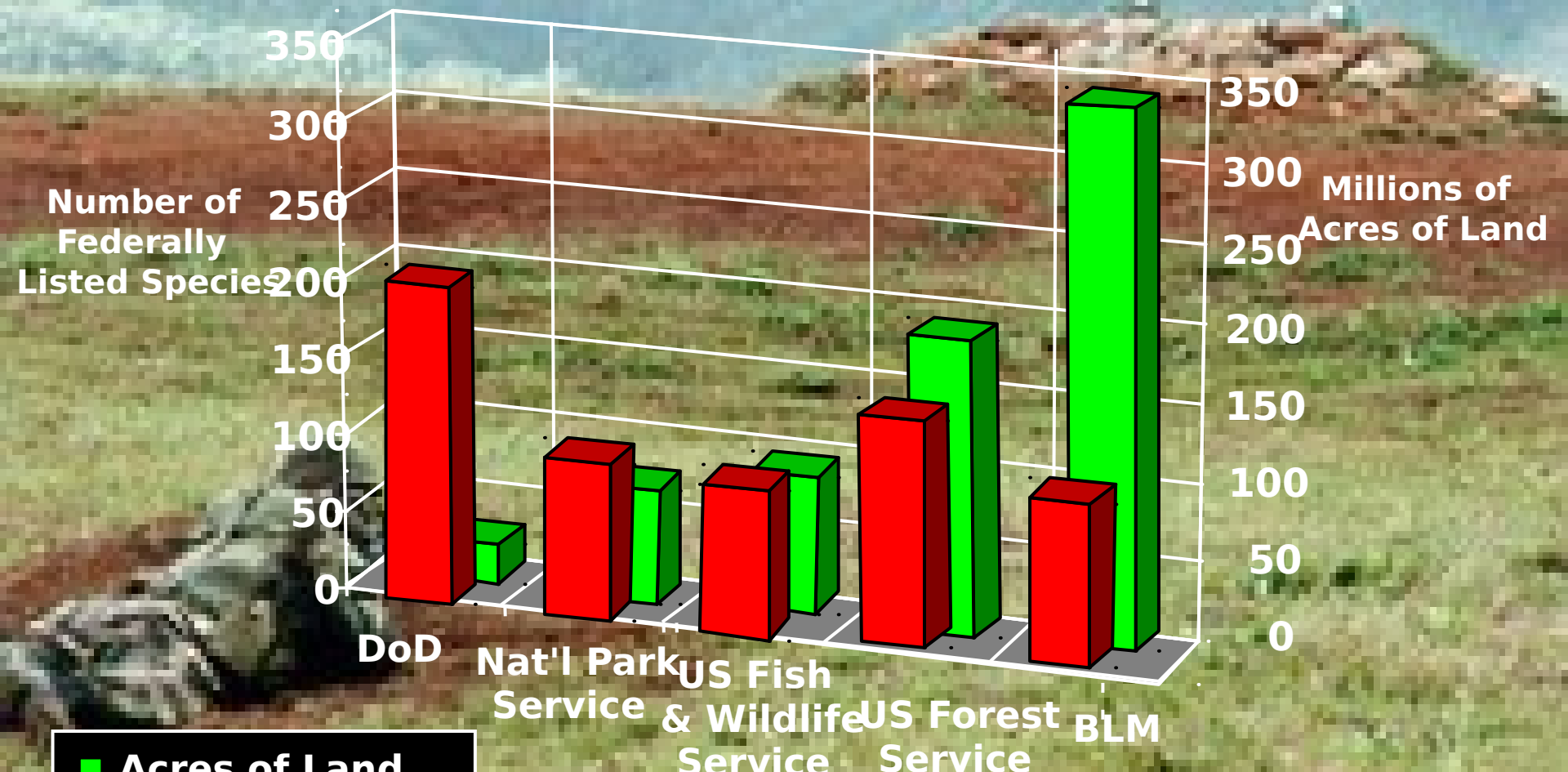


Key Messages

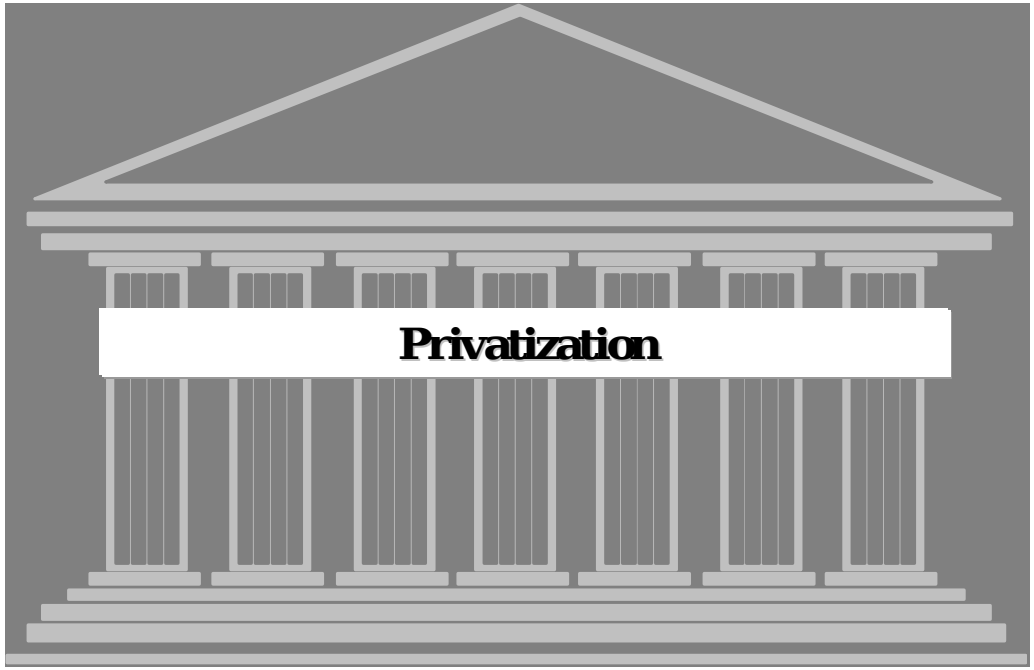
- Live Training and Testing Are Essential
- Encroachment-Induced Restrictions are limiting realistic preparations for combat
- Targeted Legislative, Regulatory and Administrative Strategies are needed – to provide flexibility to accommodate both military needs and environmental protection
- DoD's outstanding environmental stewardship will continue

We must train as we fight

DoD's Environmental Stewardship



*Adapted from Natural Heritage Data Net
The Nature Conservancy


Privatization

RCI PROGRAM
ARMY'S SOLUTION IN THE U.S.

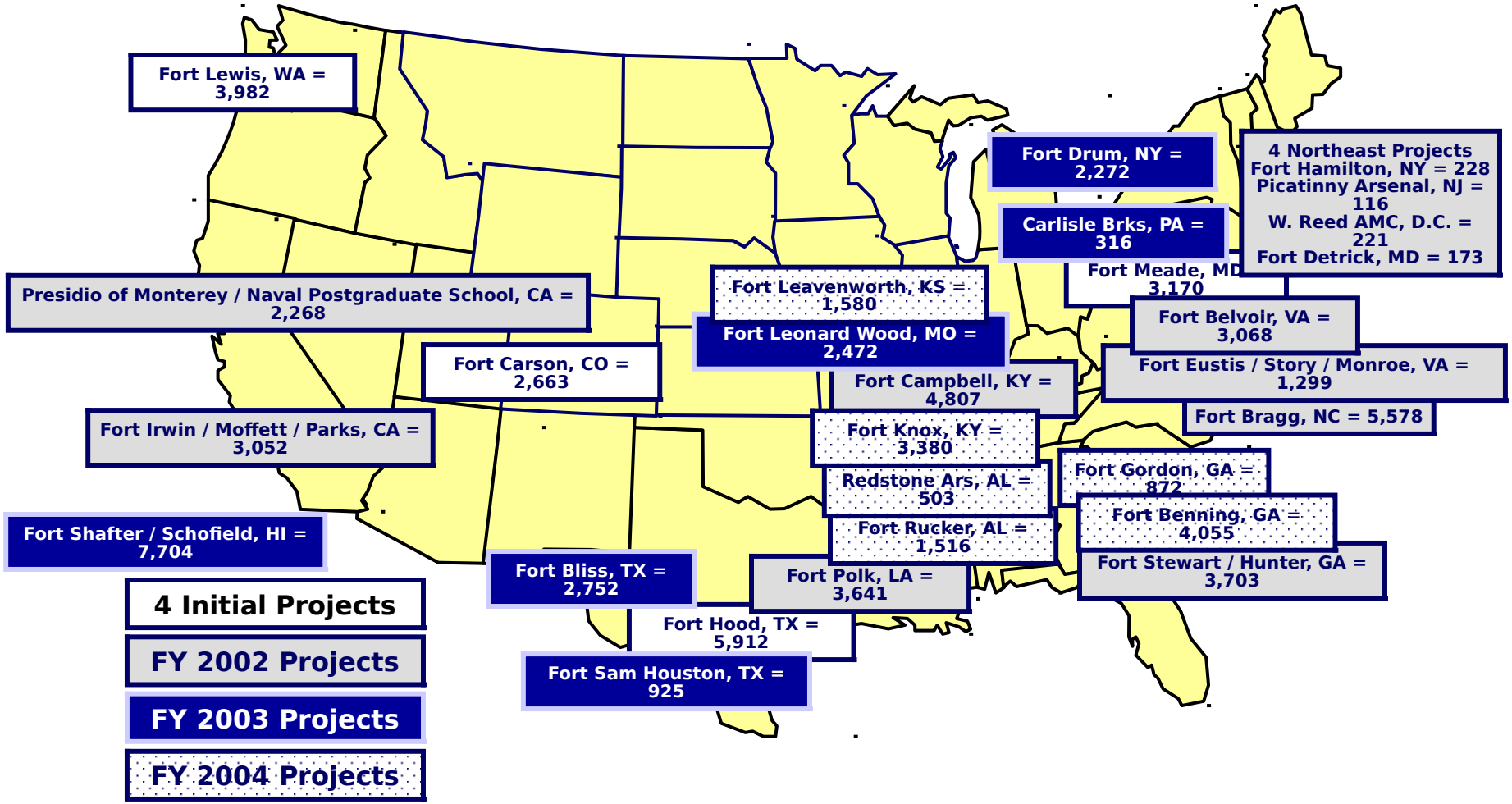
- **GOAL -- Eliminate inadequate Family Housing in the U.S. by 2007**
- **OBJECTIVES**
  - **Eliminate $6B backlog of revitalization work and $1B deficit**
  - **Create world class, quality residential communities**
  - **Leverage assets / scarce fun**
  - **Obtain private sector expert**
- **VISION**
  - **All on-post housing areas**
  - **Integrated on installation**
  - **World-class partners**
  - **Reasonable profits**
  - **Incentive-based fees**

RCI PROGRAM

ANCILLARY FACILITIES

- **RCI projects include residential community amenities and ancillary facilities including:**
  - **Community centers, swimming pools**
  - **Tot lots, playgrounds, bike / jogging paths**
  - **Other non-revenue generating facilities / amenities**
- **Revenue generating facilities and amenities are authorized but RCI will not compete with DeCA, AAFES, MWR activities**
- **Inclusion of revenue generating activities requires approval from the lead activity, Board of Directors and Army Secretariat [OASA(MRA)]**
- **BOTTOM LINE: Opportunities exist to provide better residential communities and amenities by generating additional revenues for all**

PRIVATIZATION & PARTNERSHIPS
RCI UPDATE -- 28 PROJECTS (72,228 HOMES)


Fort Lewis, WA = 3,982
Presidio of Monterey / Naval Postgraduate School, CA = 2,268
Fort Irwin / Moffett / Parks, CA = 3,052
Fort Shafter / Schofield, HI = 7,704
Fort Carson, CO = 2,663
Fort Bliss, TX = 2,752
Fort Sam Houston, TX = 925
Fort Hood, TX = 5,912
Fort Polk, LA = 3,641
Fort Leavenworth, KS = 1,580
Fort Leonard Wood, MO = 2,472
Fort Campbell, KY = 4,807
Fort Knox, KY = 3,380
Redstone Ars, AL = 503
Fort Rucker, AL = 1,516
Fort Drum, NY = 2,272
Carlisle Brks, PA = 316
Fort Meade, MD = 3,170
4 Northeast Projects
Fort Hamilton, NY = 228
Picatinny Arsenal, NJ = 116
W. Reed AMC, D.C. = 221
Fort Detrick, MD = 173
Fort Belvoir, VA = 3,068
Fort Eustis / Story / Monroe, VA = 1,299
Fort Bragg, NC = 5,578
Fort Gordon, GA = 872
Fort Benning, GA = 4,055
Fort Stewart / Hunter, GA = 3,703
4 Initial Projects
FY 2002 Projects
FY 2003 Projects
FY 2004 Projects

PRIVATIZATION & PARTNERSHIPS
RCI SUMMARY

CHALLENGES

- Requirements Determination
- Communication / Stakeholders
- Utilities Privatization
- Environmental Concerns
- Schools
- Historic Properties

PROGRAM ASSESSMENT

- Fixes AFH in the U.S.
- Leverages $ / assets to obtain private sector capital / expertise
- Shifts focus to Quality Communities
- Shows positive results at 1st 10 sites
- Encourages competition and local (large & small) business participation
- Increases well being >71,000 families

Utility Privatization Program

Privatization – Transfer ownership of utility infrastructure and the maintenance/repair responsibility to qualified municipal, regional, or private utility entities

What? An investment strategy to recapitalize utilities systems

Why? Insufficient funds to keep pace with new technology, laws & regulations

How? Title 10 United Sates Code Section 2688. Utility systems: conveyance authority

When?

DOD – Upgrade infrastructure to C2 condition by 2010 (Defense Planning Guidance)

Army – Privatize all eligible systems by 2003
Reevaluate residual systems by 2005

Result: Safe, reliable, efficient utilities

Utilities Privatization

Army's Utilities Inventory

US:
- 351 systems - 58 privatized

Europe:
- 589 systems - 172 privatized

Korea:
- 119 systems exempt

Japan:
- 9 systems exempt

CHALLENGES

UTILITIES PRIVATIZATION

- Imperative that RCI and Utilities Privatization teams coordinate their individual efforts early on
- Capitalization costs will increase utility rates -- may be significant
- Utilities Privatization will fix the utility infrastructure that has been neglected for years due to lack of funds
- Costs will be passed on to consumers -- occupants for their homes and RCI projects / partners for common areas and vacant units
- RCI teams need to be involved during annual rate computations and customer billings

Change

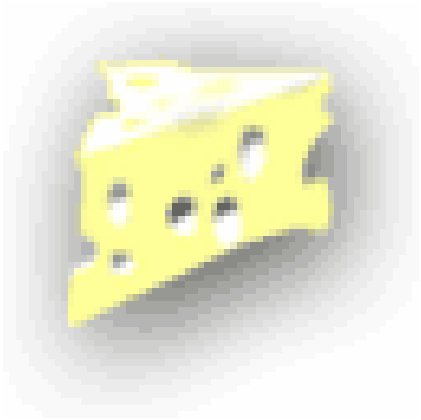
"The Cold War was a system built around weight. . . . The globalization system is built around speed. In the Cold War, the big ate the small. In Globalization, the fast eat the slow....

Globalization is happening in a power structure...that is maintained and preserved...by something called the U.S. Army...without America on duty, there's no America Online."

--Thomas Friedman, Author of
The Lexus and the Olive Tree

“Enjoy Change!
Savor The Adventure And
Enjoy The Taste Of New Cheese!”

From: Spencer Johnson, M.D.
Who Moved My Cheese?



What
have you
done for
our
Soldiers